

INFORMANT: Ted Hustead, Wall Drug  
INTERVIEWER: Erin Pogany, Mead & Hunt, Inc.  
DATE: 7 January 2003

EP: [The interviewer Erin Pogany]  
TH: [The informant Ted Hustead]

[Beginning of side one, tape one]  
[Interview begins]

EP: This is an interview on January 7, 2003 with Ted Hustead at Wall Drug by Erin Pogany of Mead & Hunt in Madison, Wisconsin. Could you start off by providing your full name and your age please?

TH: My full name is Theodore Harold Hustead, I go by Ted Hustead. I was born 5/11 the year 1951 which puts me at about 52 years old.

EP: Could you provide an introduction of your family's business in Wall and its early history?

TH: In 1931 my grandparents had a little money that my grandfather had inherited from his father who was a doctor. It was probably, oh, \$4,000 or \$5,000 which was quite a bit of money in that day and age. My grandfather was a graduate from the University of Nebraska with a degree in pharmacy. He'd been bouncing around from job to job, we've got to keep in mind this was during the Great Depression and he even took a job where he worked for just room and board. Anyway they had found out that there was a drugstore for sale in Wall, South Dakota and my grandfather having a degree in pharmacy was interested. So loaded up his wife and came out and looked at it. They thought the conditions were very bleak, however it might be an opportunity. They went home and thought about it and decided to purchase the store. So in 1931 they load everything up in a cattle truck, that they arranged to come out from Wall and pick all their stuff up and move the couple with their son Billy in a cattle truck out to western South Dakota. And on the way out, of course 1931 little Billy who was only 4 years old he turned to his mother and he said why are we moving out to western South Dakota where all these rattlesnakes and sagebrush and coyotes and dust and why are we leaving our little brick house in Sioux Falls and his mother said well because your father's crazy, that's why. And my dad being the very sensitive child he was thought that he would get out here, they'd go broke and he'd probably get put up for adoption. But they came out here in 1931 and of course during those times nobody had any money. There was not a lot of commerce going on, but there was a lot of traffic going by on the Highway 14/16 and people were traveling on the way to the Black Hills, Mount Rushmore was being constructed and Yellowstone National Park. In 1936 on a real hot summer day my grandmother was noticing the traffic on the highway and all of a sudden was struck with an idea and she got somebody to watch her son Billy who was then 9 years old and ran up town to talk to her husband. And she says to her husband, Ted we got to let these people know that are on the way to Mount Rushmore and Yellowstone that we have a business here. We have the soda fountain, we have ice, we have ice water and we have things to sell. And he said, well how would we do that? And she said, let's put up a sign, let's put up a sign on the highway and, you know, try to encourage them to come into our business. And he said, well what should we advertise? And she said, let's advertise for the ice water. It's 110 degrees in the shade and we've got ice and we've got water and gosh maybe that'll get them in the door. Well my grandfather thought that was a little corny but it just might work. So he goes out and he gets a high school, local high school student to help him and he puts up a series of signs. Slow down the old hack, Wall Drug just across the railroad track free ice water. And in that summer they had to hire nine local ladies in town to just wait on all the customers that came pouring into the store immediately after they put up the first signs. And grandpa, being the tenacious person that he was and he's probably the only one in the family that would have done this, if he thought signs right beside town are effective what would signs do if you put them up all the way going east into Minnesota and Iowa and west going into Wyoming and over the Bighorn Mountains which he proceeded to try and do over the next 10 or 15 years. Grandma, when she came up there and told grandpa about the sign idea what she did not know it she wasn't a marketing major, but she laid out a

complete marketing plan for the drugstore. You know, I don't want to oversimplify marketing, but marketing you have the four P's you have the product, the price, the promotion, and the place, the distribution channel. Well the product, of course, was ice water, the price was free, the promotion was roadside advertising and the distribution channel, the place, was that drugstore they had which was a pretty good sized store back then but they just didn't have any customers but they had a lot of merchandise and they had a soda fountain and lots of things to really sell. And to put, you know, kind of in context, that was in 1936 and I think the employment rate in the United States was close to the mid twenties, like maybe twenty-four percent of employment in the United States, so, you know, there was not a lot of opportunity back then and it was very creative and innovative and it's what made this town kind of successful and put Wall, South Dakota on the map.

EP: So for those who've never been here, how would you describe Wall Drug today and how did it get to what it is today?

TH: Well I would say today it is probably the number one roadside attraction in America. We are in the retail entertainment business. We are now approximately 75,000 square feet. On a busy day in the summertime we can wait on as many as 16,000, 18,000 people. The reason it got to be where it is today is probably Bill Hustead, the second generation, had a huge impact. He came back into the family business in 1951 after just graduating from South Dakota State University with a degree in pharmacy. And he came out with his bride and he had seven children himself out here which he raised and Bill went on a building program, expansion program, that pretty much lasted his whole career and I would say that if you wanted to kind of condense his motivation it was probably he wanted to build a business that his family could be proud of and that he could be proud of. When he was growing up in the business we had outdoor toilets, you know, lots of business, but not a lot of room and the conditions were, you know, the conditions were kind of tough back in the thirties and forties and by the time he got out of school, you know, it was the business that had all the signs, the stores that had all the signs, but, you know, when you get there you have outdoor restrooms and it wasn't a business that he felt that it could be and that's what motivated him over the next forty years. He built the beautiful Art Gallery Dining Room with the largest collection of, private collection of western maybe in the world. And he built the mall and the backyard. He put the traveler's chapel in the mall and the Pharmacy Museum, the historical photos and the 15,000 square foot backyard building. We have nine collections of historical photos that are very exquisite and he was a very talented and romantic man who really was able to put together a business that he felt very good about and is also very well received by the customers that have been coming here for generations.

EP: What is your current role in the business and how is your evolved over time to what it is now?

TH: Well I am currently the president of the company and I'm in charge of the retail part of the store and I'm in business with a brother who is in charge of the restaurant and he's also in charge of personnel. He's a fantastic personnel guy. He's got his Masters in guidance counseling and he is . . . does all the hiring and firing and we have to be on the cutting edge of personnel in order to staff a business this large in a town this small. In the summer time we have about 240 employees, fifty or sixty of which are year round. And its more challenging all the time to find people to staff any business in the service industry let alone a business of this size in a small town rural America. However we've done that with college students, but now that there are less traditional college students that got to be harder all the time so now we're doing it with, we started about eight years ago with getting seniors. Bringing seniors in who work seasonally and can come earlier in the spring and stay later in the fall. And they have worked out very well, they're very good competent employees and do a great job and take ownership in the business and are great ambassadors of our town, our area and our business and adopt Wall as a home part of the year and they return every year and go south in the winter time. Lately the last few years we have been hiring as many as fifty international students every year. We have sent our personnel director overseas to interview and we bring a lot of ladies in, young ladies in and young men in from eastern Europe,

Russia, Slovakia, Poland and few from South America, a couple from England, but mostly Slovakia, Russia, Poland, Romania is where we're getting the bulk of them now and they also do an astounding job for us and an outstanding job for us. They kind of remind us of maybe the way American kids were a generation ago. They're very hungry, they want to work all the hours they can. We work them 48 hours a week and most of them take second jobs, you know, so they would rather work than lay around. We work them six days a week, but they'd rather work seven days a week and they do very well. They take a lot of money home so it works out very well for us. I'm more of an operations guy. I'm more of a CFO type. I'm very interested in a fifteen year plan for this business, what kind of an experience I'm going to put on for my customer. I'm interested in the kind of experience that he has from the time he walks in the door until he leaves. I'm very conscious of the expectations that our customers have when they get here. Not to ruin, I think a business like this you can make changes and you can do things that really are a step backwards or you're getting away from your core competency or the experience that customers have come to expect. A lot of our customers have been here before, we're on our third and fourth generation customer. Parents are coming here that were here when they were a child. Grandparents are coming here that were here when they were a parent with a child and they have an image of Wall Drug that is important to them and we have to be careful that we don't destroy an image that has really turned into an institution out here in western South Dakota, but at the same time trying to improve it, enhance it, make it better, and it's kind of a big responsibility in order to do it right. Another role that I have is a role of stewardship and it's to take this business from the third generation and hopefully provide an opportunity for a fourth generation to come into this business if they have talent for it and if they want to. And it's an opportunity that was given to me and I just feel that part of my job is being a steward of this business, being a caretaker of it, watching over it during my time and I'm very conscious of the fact that a third generation family businesses have a track record of being very unsuccessful, typically, and it's not just an American phenomenon it's a worldwide phenomenon. I mean, every culture in the world there is a saying about third generation family businesses and none of them are complimentary and I want to avoid any of those pitfalls, but I think there's something like ninety-five percent of a third generation family businesses to not make it to the fourth generation and I would like to have, give the fourth generation an opportunity to work in this business if it's possible and they have, like I said, talent for it and the desire.

EP: Do you have children that may?

TH: I have an eight year old and a ten year old and I'm very proud of them. They're very bright boys and of course right now their big desire in life is to take over the Wall Drug Store and it's not because I've encouraged, but they think, and all their friends tell them, that this is a famous place.

EP: So they have an understanding of how big it actually is?

TH: They do and they've been to Disneyland, I took them to Disneyland last year. We're walking around and I said, well what do you think guys? And they said, dad we like Wall Drug better. You don't got to hold onto your hand all the time, it's not so expensive, and there's not so many people. And I don't know that I really understand why, but I do know all my nieces and nephews and my kids' friends, they adore the Wall Drug Store. They get a huge kick out of it and if I really understood why I'd probably do more of it. But there is just something about this store that is very attractive to children and, you know, sometimes it's hard for the people that own the business to really understand what people like.

EP: Well that's interesting. We're going to change topics a little bit, get to why we're here and maybe the best way to, maybe not a segue. Maybe just a flat out question. What are your earliest recollections of the Cold War and Minuteman missiles coming to the area?

TH: Well I remember, my earliest recollection is, of course, I was only probably about 10 years old, 9 years old. I remember kids that lived in Wall that lived in the dorms that we normally would just use in the summer time they lived in

the winter time and we had a few extra kids in my class, but that's about it. Now my brother who's a year older, he had to come down and help my dad at the store with breakfast because we would feed them breakfast and open the store at 4:30 in the morning and pack them lunches. And he would bring my little brother down until his teacher complained that my older brother Rick was falling asleep in class and then they had to quit bringing him to work with them. But we did do a lot of extra food business back in them days and it was probably a pretty good boom for the community and these people fit in well, you know, and there were no problems . . .

EP: When you say them, are you talking about the missileers, the construction workers?

TH: I'm talking the construction workers. That's when the real, you know, boom was, was when they were constructing the Minuteman missile sites.

EP: I guess that's a good segue to my next question which is what affect do you feel the presence of the silos, increased personnel, even the construction at the beginning, have on your family's business? Kind of what we were just talking about, but did you see any other . . .

TH: I would say overall the impact it had on Wall Drug was minimal, very marginal. Yeah, we did do a little, we did do some extra business, you know, when they were constructing the missile sites, but we've been in business for now 70 years and that was only one or two years that they constructed this and so it didn't really have much of an impact on this business. Probably it made for an exciting winter and busy winter. But after they were constructed and these sites went on line we did do a lot of business with the Air Force that maintained them and the crews that operated them would stop in the store on a regular basis and I would have to say that that had some impact because they were here for so many years.

EP: Do you feel that any part of your . . . any specific parts of your business expanded specifically because of ... did you build a larger cafeteria because of increased population?

TH: No. I would have to say that no expansion was on account of anything that happened during the Cold War or the Minuteman missiles or anything. I don't think that it . . . they have never been a target customer of ours. We enjoyed doing business with them, but they're not what really, you know, sustains the Wall Drug Store. We are dependent on the traveling public and not the, you know, air base so much. So I would have to say the impact that they had on us was, again, minimal and, you know, Wall Drug probably, the only thing that I can think of of consequence was we started advertising free coffee and donuts for Minuteman missile, missile crews I think is what we said, which led to free coffee and donuts for truckers, which led to free coffee and donuts for honeymooners and then Vietnam vets. And then when we did free coffee and donuts for Vietnam vets the Korean vets started to complain, the World War II vets started to complain and then we just said the heck with it, free coffee and donuts for all veterans. And I think that that has given us a lot of goodwill over the years and it's also a way for us to payback the veterans who we feel very appreciative to and deserve a free coffee, cup of coffee and a free donut at the Wall Drug Store. But other than that, you know, I would not have to say it might have had an economic impact on this town, but not so much on this business.

EP: You said you gave free coffee, now did you advertise on signs, the billboards for the Minuteman missiess.

TH: Yes.

EP: Do you have photographs of that?

TH: We could, yeah. I might in our archives, I might be able to dig out a photograph of something like that.

EP: Yeah, that's interesting. How do you think other local businesses were affected, positively, negatively, by the new military presence?

TH: Well one thing I'm struck by, and of course I was only ten at the time and most of the people that I tried to talk about to about this very topic have returned to our Heavenly Father, but, you know, they were built and amazed at how quick they were built. But that had an economic significance and that would have been significant to every business in town. But once they were built which only lasted a year or eighteen months from the time line that I've seen, the boom is over and then you're left with the people that operate which is, you know, it was very significant in Rapid City and in Box Elder, but you get down to Wall, you know, the only one that it probably impacted was the Wall Drug Store because they'd stop in for lunch. I don't think that they did much business in the grocery or any of the other businesses in town, but our business is so large that, you know, it just really probably wasn't much of an impact on us, it was nice and I'm not saying that it wasn't significant, but it didn't really probably change the history of Wall Drug at all.

EP: Do you know if there was any kind of business association that discussed issues related to Minuteman missile? I know that there was a Missile Area Landowner's Association for instance.

TH: Not that I'm aware of.

EP: What kind of general community . . . what kind of changes were there do you think, generally, in the entire community meaning in Wall, Rapid City, anywhere where these missiles affected?

TH: During the construction or during . . .

EP: Well I guess during the construction maybe, there was all this hype built up all around that these missiles were, you know, going to be coming to town and that kind of thing. Was there a change, generally, in the community?

TH: Well let me, just a few comments from people that I have asked questions and some people that were a little older that are still around.

EP: Sure.

TH: The missile crews brought a lot of money into this country. They were probably the best paid workers in South Dakota at that time. They mixed well with the locals and made a lot of friends in the area. Many of them still correspond. The Wall Drug Store shared in the wealth during the time the missile crews were in South Dakota. When they were building the sites Bill Hustead and his young son, Rick, came down to the store for and to cook breakfast for the crews and to pack their lunches. Until the sites were abandoned there were usually members of the military at Wall Drug bringing in a lot of business especially for breakfast but also for lunch and supper. It was during this time that Bill Hustead started the practice of offering free coffee and donuts for the missile crews, spreading to all veterans, honeymooners, eighteen wheelers, hunters and snowmobilers. So I don't, you know, there was a social impact in '61 because a lot of the kids were probably going to school. Maybe a little into '62, but once Boeing moved out, you know, I remember more Boeing than I ever do Air Force. (General impressions from Wall residents collected by Ted Hustead)

EP: What do you remember about Boeing?

TH: Kids in school, you know, those were the people that were responsible for the boom and, you know, my dad was cooking breakfast and, of course, these being kind of, I think these guys were a lot of steel workers and blue collar workers, tough guys, hard working people so the bar business was probably very good. These people have a tendency to work hard, party hard so, you know, and I do remember, you know, a few fight stories and there were some tough guys, but for the most part they got along well with our community and it was just kind of an interesting year. But I doubt there's really any long term impact.

EP: Were those classmates of yours just with you for those one or two years, after construction they left or did some of these families that came here to construct, did they stay?

TH: Most of them left, came and left.

EP: Did any of these students ever talk to about what their father or parents did when you were young?

TH: No, I have no recollection of that.

EP: So basically you're saying you remember students that were just there for those couple of years?

TH: Yes, and, you know, being as young as I was now that you've talked about it I would like to go back and, you know, I remember one boy, Roger Lurch [sp?], I remember another, I can remember several young girls that I had for classmates that I had crushes on and . . .

EP: I'm sure they would love to hear their name mentioned.

TH: I would love to remember their names. Now I assume that these kids were Boeing kids, but I can't be sure. But it was, you know, during grade school and they were here today and kind of gone tomorrow and maybe I spent a year with them. And maybe, you know, it had Minuteman missile construction phase had some coattails like there was some hangover, you know, for two or three or four years which would be a long time, you know, that's a lot of different years in the school. But I really can't tell you, you know, who these kids, what their parents did, you know, who they worked for.

EP: What do you feel the relationship was between the community and military? Do you think there was a difference between the community and the general military . . . the military officers versus the enlisted men? Do you think that there was a difference in how the community treated them?

TH: Well I don't think that you had enlisted men and officers living here. They lived at Ellsworth. And I don't think they partied here a lot. I do remember a commander, Colonel McCann, raised his children here and I think might have, and this was right during the year, this would have been mid-sixties, who just raised a

beautiful family here, a neat very classy man, classy wife, raised some real neat kids who all went off to college and one of them married our local basketball star and still live in the state. But he's the only one. Typically we don't get many people who live in Wall that work, you know, at Ellsworth Air Force Base.

EP: Did you notice or can you remember anything in the general public that made you think that people were supportive of the missiles as not to be slated as anti-patriotic?

TH: I would say my guess would be that for the most part everybody was very patriotic, you know. And if they had any negative, anything negative to say about a missile site, I just have never heard anything negative that I can recall now.

EP: Did you ever hear your father talk about the missiles besides construction workers or enlisted men coming to Wall to eat?

TH: Not philosophically about whether we need them or I do think, you know, that I'm sure that they understood that if we ever did need them we're all in a lot of trouble and, you know, I'm sure it was a little scary for everybody. It wasn't lost on the people around here, you know, this state of the world at that time where we could literally blow up the planet and we had enough destructive power to, you know, destroy not only any Cold War country, but probably get our own country blown up in the process so. You know, the Cold War was kind of a strange time and I'm sure that the people out here in rural South Dakota understood the consequences of it. The seriousness of it.

EP: Right. Do you think that there were or what do you think were the disadvantages of having missiles in the area? Previous or present disadvantages or more recent I should say?

TH: Disadvantages, well of course, you know, I don't know how, that's probably a better question for a rancher, but I'm sure that they didn't like the fact that they're going to have this nuclear missile out in the middle of their pasture and I'm sure there might be some water issues and lots of issues that they were uncomfortable with not to mention that they probably really weren't asked but told that they were going to have a missile on their property. As far as my little world I can't think of a lot of disadvantages. I can't ever remember as a child thinking that we would be targeted because of the missiles here. I always thought the whole idea behind them was they wouldn't know where they were and couldn't, you know, take them out. But as far as Wall and this community is concerned I don't think that there were a lot of disadvantages. There were more advantages than disadvantages in fact. It brought more people into the area and there were a lot of not only drugstore people but, you know, seasonal help, but local people who married people in the Air Force. I can't remember many marrying any of the construction workers that were here, I'm sure that that happened too. But there have been a lot of, you know, men that were stationed at Ellsworth Air Force Base during the '60's and even today that find their bride in western South Dakota and we've a lot of, well not a lot of, but quite a few seasonal employees that have found their husbands at Ellsworth Air Force Base.

EP: Along the advantage side of having them here do you feel public services improved? For instance I know that there was 300 miles of roads paved leading to proposed missile sites. Do you remember anything like that?

TH: Not in Wall, but maybe outside of town. Maybe the Creighton Road going north of Wall which would, everything else is gravel, but maybe that was paved by the Air Force which would be appreciated by the people who live out there, you know, north of Wall. But the reason that Wall is, has the curb and gutter and the paved streets and the reason that we are such a healthy community is because we have a municipal tax and we have an incredible amount, for a town our size, we do an incredible amount of business in the summer time and have a lot of visitors on account of Wall Drug Store and with this bed and booze tax that we have we are . . . we have been a very affluent community that's why we look so healthy and we're probably, if get on I-90 and travel from Seattle, Washington

to Wall, South Dakota and beyond you aren't going to see many rural communities this vibrant and healthy and with no businesses that are abandoned on Main Street. Because really right now rural America is in really tough shape and a lot of these small towns, most of these small towns are dying and here we're very healthy and vibrant and it's because of the traveling public and our little niche business that we do here and it doesn't really have anything to do with the Minuteman missile program or the Air Force base down at Ellsworth.

EP: How do you think the missile deactivation has affected local economy or your business in the past ten years?

TH: Again, I think the impact has been very marginal. I don't think it's impacted my business at all. I doubt that it's affected any business in town either very much because the people that operated these did not live here. Most of them did not live in Wall. We did do a little food business with them, but I would say the impact is minimal.

EP: As you know the National Park Service is establishing a National Historic Site out of Delta-01 and Delta-09, what would you like to see come out of that?

TH: What would I like to see come out of that? Well I would like to see this area more fun and more of an attraction to people that are traveling through. Maybe it would encourage this part of the state to be a destination and it would maybe, I think, that would be the most that I could hope for is that it would encourage people to come out to western South Dakota.

EP: And what exactly would you like to see at the site? What kind of interpretation?

TH: Well I think, you know, I don't know how appealing or interesting the public will find it because the demographics are changing so fast, but I think that you need to tell the Cold War story. It is a very interesting story of how close we were to, you know, catastrophic world war. The amount of power that one of those missiles, you know, had is really hard to even imagine or understand and, you know, the order of command on how one of those missiles would be shot. How they would execute, really, pushing the button and I think that would be very intriguing. I think you have a very interesting story if told right and if you make it . . . don't make it too complicated for a traveler to experience, you know, the story. Now if you have them parking and then you're busing them to another location for an interpretive story you could lose them. You got to make it kind of easy on the customer and do it right and, you know, have facilities to take care of them and it should be interesting how you do this. I'm looking forward to seeing how you do it.

EP: You mentioned earlier that as owner of this business in Wall you often are thinking about like the fifteen year plan. Will you be working this new National Historic Site into your plan? Meaning will you introduce new focuses for military . . . more military . . . retired military individuals coming to town?

TH: I don't . . . my present feeling is is that I don't expect this facility to be that big a deal. Now I do kind of, the Badlands National Park does impact this business. I pay attention to what they're doing down there as far as traffic flows but they can do things down there that really aren't in the best interests of my business or this town and so, you know, I do keep an eye on them. However this interpretive . . .

EP: The historic site?

TH: This historic missile site I really, you know, really haven't given it a lot of thought because I don't know yet just how big it's going to be. How significant it's going to be. What kind of people that's going to stop and I will, you know, I'd certainly help promote anything of interest, you know, in our area. I love to promote and like to have something out here east of the Black Hills that people might find interesting and, you know, another attraction. But it's really not part of my fifteen year plan at this point.



EP: Right. I think you answered all my questions. Did you have anything else that you or I missed that you want to address about Wall Drug or your recollections of Minuteman missile? Anything you want to add?

TH: No not really.

EP: Okay. For logistics I just want to go back. You read something earlier, was that just from a community member in Wall who wrote that or was that their feelings that you read?

TH: That was just, I worked with my secretary, I said make some phone calls and see if you can get me any information. It's amazing how hard it was to find people that worked here at the store in 1961. I mean, well, yeah it is forty-one years ago and, you know, there's just not that many people around anymore that were here back in 1961 . . .

[Beginning of side two, tape one]

TH: . . . well it's like a lot of things, you know, if you don't start kind of talking about this now it's going to be harder and harder to find anybody that knows anything about, can remember those days at all. So it will be, you know, it was a, it does have historical significance in this town but it was so fast and lasted, you know, didn't last very long that it could be forgotten real easy. So we need to take a few notes and it will be fun to see what they create out there at this historic site, but I doubt that the building of it will be much a part of the story here will it?

EP: The building?

TH: You know, the building of the Minuteman.

EP: The construction. Well we hope that the National Park Service will interpret all aspects of the whole process including protesters because that's a whole another part of the story.

TH: Did they have protestors out here then?

EP: One of my coworkers is working on that so . . . which is a whole another part of the story it's really interesting so.

TH: Yeah, because the biggest thing to me, if I remember is, is the construction. The building of it.

EP: Right. Well that's interesting that, you know, well I guess after they're built then they're just there and you just kind of live with them day to day.

TH: Yeah, and then you just got the crews going back and forth in the blue suits in their military uniforms and..

EP: Right.

TH: And all the actions over.

EP: Yeah. Well if you have nothing else to add then we're through here.

TH: Good.

EP: Thank you very much for your time and let me go on the record saying you have a wonderful piece of Americana here that you should be proud of.

TH: Thank you very much.

EP: You're welcome very much.

[End of interview]